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# *The Army's EO Program and Policies*



## Lesson 8: Effective Feedback

# Overview

- Define Feedback
- Explain Jahari Window Model
- Reasons for Feedback
- Guidelines for Giving Feedback
- Guidelines for Receiving Feedback



# Introduction

- The instruction presented in this lesson continues to add to your communication skills needed to be an effective EOR.
- Learning how to receive and give effective feedback is a tool that will be very useful to you, not only as an EOR, but as an effective leader.
- Individuals who can establish a good rapport with soldiers and other leaders will be more effective.



# Effective Feedback

- A verbal or nonverbal communication to a person or group providing information as to how their behavior is affecting or influencing you (giving feedback).
- It may also be a reaction by others as to how your behavior is affecting or influencing them (receiving feedback).



# Effective Feedback

- Each of us brings to any situation, several things about ourselves--how we look, what we know, what we know about ourselves.
- Our ideas about ourselves include our competencies, our preferences, our anxieties, our strengths and our weaknesses.
- We bring another set of observations as well--what others observe about us.
- Some of their observations are in our consciousness as well, but are different or hidden to us.



# JOHARI Window

- The process of giving and receiving feedback can be illustrated through a model called the Johari Window.
- The model can be looked upon as a communication window through which you give and receive information about yourself and others.
- Your window will shift with the exchange of feedback.



# JOHARI Window

<p>ARENA</p> <p>Things I know Things you know</p>	<p>BLIND SPOT</p> <p>Things I do not know</p>
<p>FACADE</p> <p>You don't know I know</p>	<p>Things you know UNKNOWN</p> <p>Things I don't know</p> <p>Things you don't know</p>



# JOHARI Window

- The window represents the grid featured by comparing two sets of knowledge about oneself, one's own, and others, thus one dimension is known and not known to myself.
- The other is known and not known to others.
- The following form of the window is an adaptation of the model.





# JOHARI Window

- **Status of the Dividing Lines** - Looking at the four panes in terms of columns and rows, the two columns represent the self and the rows represent the group.
- Column one contains “things that I know about myself; column two contains “things that I do not know about myself.”
- Row one contains “things that the group knows about me;” row two contains “things that the group does not know about me.”



# JOHARI Window - Arena

- The contents of each pane represent the following:
- **Arena** - This pane contains things I know about myself and others know.
- A window with a large arena is an “Ideal Window” in a group situation or in any other relationship that is significant to a person.
- The arena is the area of public give-and-take, where your self-knowledge is matched by others knowledge of you. It is the area in which mutual interpersonal interchange occurs.



# JOHARI Window - Blind Spot

- **Blind Spot** - This pane contains things I do not know about myself but the group knows.
- A person with a large blind spot may either be a poor listener or may respond to feedback in such a way that group members are reluctant to continue to give feedback.
- This is the area for potential growth for you as you receive feedback from others. Some of it will trigger “ah-ha” experiences as you realize something about yourself of which you had not previously been aware.



# JOHARI Window - Facade

- **Façade** - This pane contains things I know about myself, but the group does not know.
- A person with a large facade pane is characterized as the “interviewer” and may evoke reactions of irritation, distrust, and withholding.
- As a relationship develops, your actions will disclose much about yourself, thus reducing the size of the facade.
- Additionally, you can intentionally give information about yourself to increase the size of the arena for interpersonal work.



# JOHARI Window - Unknown

- **Unknown.** This pane contains things that neither the group nor I know about myself.
- A person with a large unknown pane may be the silent member or the “observer” in the group who neither gives nor asks for feedback.
- When interpersonal interaction is positive, enabling feedback and self-disclosure, it is possible for insights



# JOHARI Window

- Information from your interactions may cause you to get in touch with something that has seemed elusive but all of a sudden makes sense.
- Everyone has the right to “pull the window shade” on any of the boxes whenever he/she feels “that’s enough for now.”
- However, the Basic Human Interaction Laboratory is designed to allow you to practice giving and receiving feedback and to risk more self-disclosure. The skills you gain at these processes in the lab setting will increase your flexibility and insightfulness in your



# JOHARI Window Model

		Known to Self	Feedback	Unknown to Self
EXPOSURE	Known to Others	ARENA		BLINDSPOT
	Unknown to Others	FACADE		UNKNOWN



# JOHARI Window - Unknown

- For feedback to be effective it must contain certain characteristics. These characteristics are:
  - It is Specific rather than general
  - Focused on behavior
  - Takes into account the needs of the receiver
  - Directed towards behavior
  - Solicited
  - Sharing of information rather than advice
  - Well timed
  - Involves the amount of information receiver can use
  - Concerns what is said or done, not why
  - Checked for clear communication
  - Evaluative not Judgment
  - It is checked to ensure clear communication.





# Reasons for Giving and Receiving Feedback

- **Achieve Personal Growth** - Increases our awareness of ourselves and consequences of our behavior.
- **Providers Find Out About Self** - Specific behavior and know how it makes you feel.
- **Receiver Gains Insight About Self** - Helps the person realize or figure out about others behavior and how it affects others
- Create an Open Environment **Effective Operational and Interpersonal Communications** - Open environment for a healthy atmosphere.



# Reasons for Giving and Receiving Feedback

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# How To Give Feedback

- When the other person has indicated willingness to receive it.
- Use terms that describe the other's behavior with the least amount of interpretation and that accurately describes the behavior.
- Be timely.



# How To Give Feedback

- How to give feedback is as important as receiving feedback.
- Many individuals receive the feedback as personal and if it is not properly given it can very easily lead to more misunderstandings or difficulties.
- You may give feedback either as a direct response on the effect of another on you or of your observation of the effect of that other's behavior on someone (or something) else.



# Receiving Feedback

- **Be Non-defensive** - Treat the feedback as information you can use to understand yourself and the situation and/or to improve your skill and performance
- **Ask for More Information** - In order to use the feedback, you may need to ask for more information, particularly more description of the behavior on which the other person based an interpretation of your feelings and/or motives.
- **Say You Do Not Want Feedback** - An example might be: "I am so upset now that I just cannot deal with what you are trying to tell me; please save it for later."



# Receiving Feedback - EOR

## Guidelines

- Establish a receptive atmosphere
- State why you want feedback
- Be sure you understand the feedback
- Don't become emotional or defensive
- Share your reactions to the feedback, if practical



# What to do with Feedback

- **Use It** - If possible use the feedback as long as it doesn't cause cognitive dissonance.
- **Think About It** - Is the feedback revealing something about yourself that you were not aware of?
  - Is this the image you desire of yourself?
- **Forget It** - If the feedback is on something that can not be changed don't worry about it.



# Conclusion

- During this lesson you learned the importance of effective feedback.
- Included were the characteristics of effective feedback, reasons for giving and receiving feedback, and some guidelines for giving and receiving feedback.
- Throughout your duties as an EOR and as a leader, you will be more effective in communicating with soldiers and other unit leaders.
- Remember, feedback involves sharing of information rather than giving advice.